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Utility Analysis: A Tool for Quantifying the Value of Hospitality Human Resource Interventions, *by Michael C. Sturman;* pp. 106–116. Utility analysis is a technique designed to help decision makers determine the value of human resource interventions (e.g., staffing programs, training programs, compensation programs). The basic utility model states that the utility of an intervention equals the benefits from that intervention, less its attendant costs.

Clarifying "Fuzzy" Hospitality-management Problems with Depth Interviews and Qualitative Analysis, *by Robert J. Kwortnik, Jr.;* pp. 117–129. Depth interviews are one of the most powerful methods for digging into the factors that motivate consumers' behavior. While the conclusions of a series of depth interviews cannot be generalized (as is usually the case with qualitative research), the detailed analysis possible from a few intensive interviews can shed light on a specific aspect of consumers' behavior.

Hospitality-productivity Assessment Using Data-envelopment Analysis, *by Dennis Reynolds;* pp. 130–137. Hospitality managers have been interested in maximizing productivity for decades. Most existing methods for productivity measurement and analysis are inexact or lack utility. Data-envelopment analysis (DEA) provides a methodology by which diverse operations' efficiency can be evaluated effectively.

Strategic Analysis for the Hospitality Industry, *by Jeffrey S. Harrison;* pp. 139–152. Strategic planning, which is essential for long-term success, starts with strategic analysis, which involves researching factors affecting one's business in the external environment, the task environment, and within the company. Factors in the external environment include societal trends and influences, economic information, technological changes in the way services are produced and delivered, political and legal trends, and major innovations and trends in other industries.

VOL. 44, NO. 3 (JUNE 2003)

New York's Smoke-free Regulations: Effects on Employment and Sales in the Hospitality Industry, *by Andrew Hyland, Vanaja Puli, Michael Cummings, and Russ Sciandra;* pp. 9–16. Contrary to claims that smoke-free regulations cause decreases in hospitality-industry sales, this study determined that neither sales nor employment are hurt when smoke-free regulations are put in place.

Grooming Future Hospitality Leaders: A Competencies Model, *by Beth G. Chung-Herrera, Cathy A. Enz, and Melenie J. Lankau;* pp. 17–25. Competency models can be useful tools for identifying and grooming future leaders. Rather than base leadership assessment on personality traits or other unrelated characteristics, competency models specify the actions and behavior needed for successful leaders.

The Customer's Role in the Service Encounter: The Effects of Control and Fairness, *by Karthik Namasivayam and Timothy R. Hinkin;* pp. 26–36. Two key elements of service satisfaction for customers are the perception that they have at least some control or choice and that the service provider is being fair.

Beyond the Pillow Mint: How Hotels Can Help with Jet Lag, *by James B. Maas, Ph.D., and Oriel FeldmanHall;* pp. 37–43. Jet lag is a bane of international travel, robbing travelers of the full enjoyment of their destination for the first day or two after arrival. However, by understanding the jet-lag mechanism, hoteliers can help their guests overcome jet lag's worst effects.

Competitive Edge: A Strategic Management Model, *by T. Russell Crook, David J. Ketchen, Jr., and Charles C. Snow;* pp. 44–55. To assess a firm's strategic position, managers must analyze data regarding the firm, its competitors and stakeholders, and the industry.

Weathering the Legal Climate Today and Tomorrow, *by William A. Brewer III;* pp. 56–57. This brief article highlights and reviews some of the topics covered at a recent hospitality-law conference, including: top legal issues and their effect on the bottom line; the concurrent and conflicting interests of owners, developers, and managers; ownership of guests' information; communications; and the legal liability of personnel issues.

The Agency Challenge: How *Woolley, Woodley,* and Other Cases Rearranged the Hotel-management Landscape, *by James S. Renard and Kristi Motley;* pp. 58–76. A series of court cases in the last 12 years or so, discussed herein, have redefined the relationship between hotel owners and their management companies and their franchisors.

Franchisees and Shareholders: The Next Wave of Hotel Litigation, *by William A. Brewer III;* pp. 77–88. Hotel chains are facing litigation from owners who are challenging the chains' longstanding management practices. Those cases are based on the concept established in the 1990s that a hotel-management company is, in fact, an agent for the hotel's owner because it provides personal services. As such, the management company must operate in the owner's best interest, divulge all relevant operating information, and eschew double dealing or competing with the owner.

VOL. 44, NO. 4 (AUGUST 2003)

ADR Rule of Thumb: Validity and Suggestions for Its Application, *by John W. O'Neill;* pp. 7–16. This article presents empirical research that examines the actual relationship between ADR and hotel-property value in recent years. Hotels' average-daily-rate (ADR) rule of thumb, which historically stated that a hotel should generate $1 in ADR per $1,000 in value per room (and now also states that a hotel should generate $1,000 in value per room per $1 in ADR), has been used in the lodging industry for decades.

Understanding First-day Returns of Hospitality Initial Public Offerings, *by Linda Canina and Scott Gibson;* pp. 17–28. An examination of initial public offerings by 137 hospitality firms found that those transactions fit the general pattern found for IPOs in other industries.

The Effects of Gasoline-price Changes on Room Demand: A Study of Branded Hotels from 1988 through 2000, *by Linda Canina, Kate Walsh, and Cathy A. Enz;* pp. 29–37. Based on an analysis of 13 years of lodging-industry data, this study quantifies the negative effects of gasoline-price increases on hotel-room demand in the United States.

The Evolution of Electronic Distribution: Effects on Hotels and Intermediaries, *by Bill Carroll and Judy Siguaw;* pp. 38–50. With the migration of hotel-room distribution to the internet, a host of players old and new are vying to gain (or retain) control of distribution channels. In addition to the hotels and chains themselves, the operations that distribute hotel rooms include global distribution systems (GDSs), distribution service providers (DSPs), third-party websites (e.g., Expedia, priceline.com), and traditional travel agencies.

Restaurant-selection Preferences of Mature Consumers, *by George Moschis, Carolyn Folkman Curasi, and Danny Bellenger;* pp. 51–60. The growing market of consumers over the age of 55 continues to attract attention from restaurateurs. Responding to aging consumers' preferences requires an understanding of that population's growing diversity. A segmentation analysis found four archetypal groups among mature consumers, differentiated not by age so much as by life circumstances (e.g., retirement, death of a spouse) and outlook (e.g., concern for one's health, independence).

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VOL. 44, NO. 4 (AUGUST 2003)

Customer Relationship Management—A Driver for Change in the Structure of the U.S. Lodging Industry, *by Gabriele Piccoli, Peter O'Connor, Claudio Capaccioli, and Roy Alvarez;* pp. 61–73. Customer relationship management (CRM) is a managerial philosophy that enables a firm to become intimately familiar with its customers.

The Role of Call Centers in Mollifying Disgruntled Guests, *by Anna S. Mattila and Daniel J. Mount;* pp. 75–80. As an increasing number of service companies establish call centers to handle customers' complaints, the question arises of how best to handle those complaints. Although it's appropriate to say that customers want fair treatment, it turns out that several factors are at work in the customers' determination of what is fair and just.

VOL. 44, NOs. 5 & 6 (OCTOBER–DECEMBER 2003)

SPECIAL COMBINED ISSUE

***The Service Imperative: Factors Driving Meeting Effectiveness,** *by Timothy R. Hinkin and J. Bruce Tracey;* pp. 17–26. This 1997 study of the factors that affected meeting planners' and participants' ratings of a meeting's success returned a list of 50 factors in nine categories.

Continued Relevance of "Factors Driving Meeting Effectiveness," *by Timothy R. Hinkin and J. Bruce Tracey;* pp. 27–30. The best way to determine which attributes should be included in a conference space is to separate the must-have items from those that guests merely consider nice to have.

***Hotel Management Loyalty: A Strategic Commitment,** *by John T. Bowen and Stowe Shoemaker;* pp. 31–46. This mid-1990s study of 892 luxury-hotel guests provides support for the proposition that relationship marketing can benefit that segment.

Commentary on "Loyalty: A Strategic Commitment," *by Stowe Shoemaker and John Bowen;* pp. 47–52. In 2003, building customer loyalty continues to grow in importance for hotel marketers.

***Evaluating a Hotel GM's Performance: A Case Study in Benchmarking,** *by Richard C. Morey and David A. Dittman;* pp. 53–59. Because every market is different, evaluating a general manager's performance is one of the most perplexing issues management faces.

Update and Extension to "Evaluating a Hotel GM's Performance," *by Richard C. Morey and David A. Dittman;* pp. 60–68. This analysis creates an efficiency index, in which the most efficient managers' performances become benchmarks for managers of comparable, but less-efficient operations.

***Buying High and Selling Low in the Lodging-Property Market,** *by John B. Corgel and Jan A. deRoos;* pp. 69–75. Originally published in 1994, this is an analysis of more than 1,300 hotel transactions recorded between 1985 and 1992.

Buying High and Selling Low Revisited: The "Quiet Industry," *by John B. Corgel and Jan A. deRoos;* pp. 76–80. New sources of information have arisen in the past ten years and would-be hotel buyers and sellers have gained sophistication in their transaction motivations.

***Europe 1992: Neglecting the Tourism Opportunity,** *by Peter Åkerhielm, Chekitan S. Dev, and Malcolm A. Noden;* pp. 81–87. This pre-European Community report shows that tourism is affected by nearly 76 of the 278 proposals to be enacted in creating a unified market in Europe by the end of 1992.

Brand Europe: European Integration and Tourism Development, *by Peter Åkerhielm, Chekitan S. Dev, and Malcolm A. Noden;* pp. 88–93. Ten years after commencing operations the European Union does not have a unified travel policy.

***Marketing Hotels Using Global Distribution Systems,** *by Rita Marie Emmer, Chuck Tauck, Scott Wilkinson, and Richard G. Moore;* pp. 94–104. Ten years ago, when this article was first published, making hotel reservations electronically via global distribution systems (GDS) was a relatively new phenomenon.

"Marketing Hotels Using Global Distribution Systems" Revisited, *by Peter O'Connor and Gabriele Piccoli;* pp. 105–114. Web-based mega-agencies have themselves become a force in hotel distribution, rather than just conduits for hotel chains.

Revisiting the Best of the Best: Innovations in Hotel Practice, *by Cathy A. Enz and Judy A. Siguaw;* pp. 115–123. This is an update to a study of best practices conducted five years ago

From Customer Value to Engineering Pleasurable Experiences in Real Life and Online, *by Laurette Dubé, Jordan Le Bel, and Donna Sears;* pp. 124–125. Although the lodging industry has jumped wholeheartedly onto the web bandwagon, most are using their web sites for one-dimensional (visual) promotion and sales.

Revenue Management: A Retrospective, *by Sheryl E. Kimes;* pp. 131–138. From its beginning as a method for improving revenues for airlines, revenue management has been extended to hotels and restaurants, with further application to golf courses and function space.

Tip Levels and Service: An Update, Extension, and Reconciliation, *by Michael Lynn;* pp. 139–148. Tips by server and by restaurant are only weakly related to average service quality; restaurant turnover rates and servers' thoughts about quitting are negatively correlated with restaurants' and servers' average-tip percentages; and servers can increase their tips by taking one or more of 14 specific actions.

Labor Scheduling: A Commentary, *by Gary M. Thompson;* pp. 149–155. This article describes how a computer application that handles the mathematical functions of labor scheduling, based on the manager's input, can match the number of workers available to the customer demand that exists in any given time period.

The Art and Science of Customer Choice Modeling: Reflections, Advances, and Managerial Implications, *by Rohit Verma and Gerhard Plaschka;* pp. pp. 156–165. Technological and methodological advances have improved the accuracy of customer-choice studies, thus allowing managers to create product-and-service offerings that are precisely targeted to meet customer demands.

No One Ever Made Money by Discouraging Their Customers from Spending It!, *by Bill Quain;* pp. 166–172. The hospitality industry must resist a "discounting mentality." While selective discounts may bring in business, discounts usually just give customers a lower price for services they were going to purchase anyway.

Customer Satisfaction: Applying Concepts to Industry-wide Measures, *by Jonathan Barsky and Leonard Nash;* pp. 173–183. Analysis of a customer-satisfaction database shows the connection between customers' emotions and their loyalty. Customer satisfaction has been climbing recently, following a nadir in early 2002.

* *Each of these articles was published years ago in* Cornell Quarterly. *In each case the subsequent article updates the findings of the reprinted article.*